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Intelligence Functions

1. Analysis/Evaluation
2. Collection

Intelligence Management Tools

1. RESOURCE MANAGEMENT

Long Term (> 6 months) - Determines ultimate capabilities

2. OPERATIONAL TASKING

Short Term (< 6 months) - Determines immediate utilization of existing capabilities

3. LINE DIRECTION

Short Term (< 6 months) - Execution of tasking, ranges from driving submarines to assigning analysts to tasks to personnel management tasks such as leave, pensions, etc.

Management Matrix

	Resource Management	Operational Tasking	Line Direction
ANALYSIS			
COLLECTION			

Principal Agents of "National" Intelligence

ANALYSIS

DIA (less Defense Attache System)

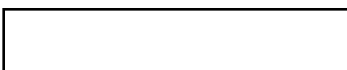
Directorate of Intelligence of CIA (DDI)

Bureau of Intelligence & Research of State (INR)

COLLECTION

NSA

NRO



Directorate of Operations of CIA (DDO)

Management Matrix

COLLECTION ANALYSIS

Resource Management

Operational Tasking

Line Direction

DIA			
DDI			
INR			
NSA			
NRO			
DDO			

Principles of Managing Analysis

1. Competition desirable
2. Some overlap desirable
3. Analytic agencies are personal intelligence advisors to Sec Def, Sec State, & DCI

Therefore centralized direction must be sufficiently weak to prevent suppression of competition & elimination of personal advisory role; but strong enough to marshal single estimates (with dissenting views as necessary)

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Principles of Collection

1. Expense dictates minimizing overlap
2. National risk in any substantial underlap
3. Collectors serve only analysts
4. Collection techniques are complementary; coordination essential
5. "National" & "Tactical" collection merging in both directions

Therefore centralized direction highly desirable, but inherent risks in relying on single judgment for:

- a) Determination of long term capabilities
- b) Assignment of warning tasks

Steps to Narrow Decision Areas

1. Principal consideration in draft legislation & PRM-11 is strengthening role of DCI

Therefore eliminate consideration of issues in areas of present DCI control:
DDI & DDO

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Management Matrix

COLLECTION ANALYSIS
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	Resource Management	Operational Tasking	Line Direction
DIA			
DDI			
INR			
NSA			
NRO			
DDO			

Further Steps to Narrow Decision Areas

1. Aggregate analysis agents
2. Aggregate collection agents

Management Matrix

	Resource Management	Operational Tasking	Line Direction
ANALYSIS • INR • DIA	A	B	C
COLLECTION • NSA • NRO • <input type="text"/>	D	E	F

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Decision Step A - Resource Management

INR & DIA

TWO ISSUES

1. Manpower strength
2. Expensive analytic tools, e.g. computer aids, dissemination techniques

OPTIONS

1. Present system - weak DCI influence
2. DCI control, i.e. submits budget & dispenses funds
3. Sec Def/Sec State submit budgets/dispense funds with DCI veto

Decision Step B - Operational Tasking

INR & DIA

TWO ISSUES

1. Personal advice must be tasked by advisee
2. Coordinated output to President requires some tasking control

OPTIONS

1. Present system of voluntary cooperation
2. NFIB committee to assign collegial tasks; appeal to PRC (I)

Decision Step C-Line Direction INR&DIA

No issue

Option: Remain as is

Decision Step D - Resource Management

NSA, NRO,

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ISSUE

1. Can be responsive to centralized direction of collection with Sec Def controlling

OPTIONS

1. Present system - collegial on budgets with appeal to President; Sec Def on execution
2. Collegial on budgets with DCI decision authority & appeal to President, Sec Def execution
3. Same as 2 with DCI execution

Decision Step E - Operational Tasking

NSA, NRO

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- ISSUE:
1. Are military requirements likely to be slighted, especially in crisis/war?
 2. Are NSA & NRO truly responsive today to DCI tasking?

- OPTIONS:
1. Present system: DCI control of NSA & NRO;
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 2. Present system with specific provision for Presidential decision to shift control authority of either or both NSA/NRO in time of crisis/war; & provision for % tasking by Sec Def in peace
 3. Present Sec Def control of Directors & top management (hire/fire)

4. DCI control of Directors & top management

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Decision Step F - Line Direction - NSA, NRO,

ISSUE: 1. What line direction is commensurate/necessary for effective functioning of resource management & operational tasking options selected?

OPTIONS: 1. Present system - - Sec Def control
2. DCI control; leasing services from Sec Def
3. 1 or 2; DCI empowered with IG for Community

Key Questions in Decision Step F 1

Line Direction - NSA

OPTION 1. Sec Def Control

- a) Will NSA be responsive to DCI influence/ control in resource management & control in operational tasking if much of his loyalty & support comes from Sec Def?

OPTION 2: DCI control with leasing

- a) Will system be flexible enough to remain responsive to Sec Def in war?
- b) Can DCI manage without duplicating staffing?

Key Questions in Decision Step F-2 Line Direction NRO

Option 1: Sec Def Control

a) Total costs not presently identified

Option 2: DCI Control

a) Can leasing funding be arranged
covertly?

Decision Matrix (Fill in Options)

		Resource Management	Operational Tasking	Line Direction
COLLECTION ANALYSIS	DIA			
	DDI			
	INR			
	NSA			
	NRO			
	DDO			

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